

Rec'd 16 Jan 72  
72-64981  
Executive Registry

MEMORANDUM FOR: Deputy Director for Plans

SUBJECT: IG Report of Survey of Missions and Programs  
Staff

IG / MPS

1. Forwarded herewith is the original of the subject report, of which I understand that three copies have been sent directly to you. May I request that your comments on the recommendations in this report and my remarks below be forwarded on 1 March for discussion with the Director.

2. The Report quite appropriately ~~is my opinion~~ comments on the excellent work done by [REDACTED] in this position and on the great importance of an effective replacement for him. May I only add to this my hope that his replacement can assume the position as early as possible in order to develop the depth and breadth of experience which will ensure continuation of such effective leadership.

3. May I in particular call your attention to some of the final remarks in the IG's Report. Obviously, the growth in the role of MPS as a servant to the DDP is almost inevitable in the light of the particular stress being given to programming in the Government today. It will be important to develop the appropriate relationship between this MPS as a servant of the DDP and the established authorities of the divisions ~~on~~ <sup>and staffs</sup> (Page 33),

4. Further to this point, may I particularly commend to you a hard look at the project system, operating directive and operational program to see the extent to which these are mutually supportive and consistent. In fact, I wonder whether the operational program could not become the

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main element of DDP's management approach as it is becoming the main element of the DCI's management approach. This involves <sup>I see it</sup> ~~now~~ a clear statement of objectives and an allocation of resources to units to implement them. In this process the operating directive is almost accomplished.

With respect to the project system, I wonder whether the decentralization of responsibility for <sup>detailed</sup> implementation of the approved program, which we have applied <sup>to the Directorates</sup> ~~in the Agency as a whole~~, might be equally appropriate within the DDP, i.e., delegating to the Division and Staff Chiefs the <sup>selection and</sup> ~~detailed~~ supervision of projects (except for ones involving ~~particularly~~ sensitive matters which should be called to senior-level attention). I believe our discussion of the manner we proposed to implement the <sup>P</sup> program ~~called~~ for FY 1975 might serve as a vehicle for this kind of integration of the internal management of the CS with the broader system being developed for the Agency as a whole (Page 33-34).

5. The IG's remarks on evaluation (Page 34) are obviously only an element of the overall thrust we are developing on this topic through the program <sup>we circulated</sup> ~~call~~ and the separate memoranda <sup>being prepared</sup> ~~for~~ a discussion ~~with~~ with the Deputies <sup>you</sup> ~~on this topic~~. It may be that the <sup>you</sup> DDP will turn to MPS or it may be that you would handle your evaluation effort through different channels. This is obviously still in the course of development, but I think the IG quite properly called attention to the need for a considerable effort on these lines.

6. Lastly, may I suggest the utility of ensuring that the personnel in MPS are as qualified as possible in ~~some of the ideas of management~~

*disciplines,*  
systems. It is, of course, ideal if the personnel can have substantive background in the CS functions and have added to this some exposure to management systems and techniques. An alternative is to incorporate within MPS a few individuals qualified in modern management systems and techniques who can ~~be at least~~ be exposed to the substance of the CS functions so that they can assist the DDP in his management responsibilities. Some of the support generalists developed by the DDS might be of value in this regard, and it might be appropriate to arrange external training for certain CS officers ~~for a tour or more in MPS~~ <sup>management</sup> *as a basis for service in MPS,*

MEMORANDUM FOR:

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Concurred? -

WEC

Executive Director

16 JAN 1973

(DATE)

Executive Registry

72-6498

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20 December 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Report of Survey of the  
Missions and Programs Staff

Forwarded herewith is our report of survey of the Clandestine Service's Missions and Programs Staff. Three copies of the report are being sent directly to the Deputy Director for Plans.

[REDACTED]

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Deputy Inspector General

Attachment:

Report of Survey of MPS

IG/MPS